

USAREC

March 1992

Recruiter Journal



*Change is the law of life.
And those who look
only to the past or the
present are certain to
miss the future.*

— John F. Kennedy



The research is complete, it is now time to convert to "The New USAREC" that will continue to lead all other recruiting forces into the 21st century. This month's **Recruiter Journal** provides you with our new philosophy, reviews the research findings and presents our first initiatives for change; the "Recruit the Recruiter" program and the testing of the Nurse Recruiter's Applicant Processing System (N-RAPS) - our initial automation thrust. Most importantly is that you realize USAREC is not looking back - we are moving forward and fast!

The United States Army Recruiting Command must make major leadership, training and professional development changes to thrive in the next decade. Change begins at the top. A more hands-off, trusting leadership style is needed. Leaders must focus on supporting all soldiers and civilians on their way to being the best they can be. We must develop properly resourced unit and sustainment training to place recruiters on the cutting edge of sales techniques. Finally, we must restructure the command for success in the year 2000 by redefining the duties and responsibilities of all personnel to clearly support our recruiting force. The short of it is that change is here - we must give it life.

While you read the following articles, and begin to change your paradigms, keep in mind four guiding principles. Future success in the face of resource and mission challenges requires that we set personal and professional goals, maintain good positive mental attitudes, do some hard critical thinking and, above all, always act from a position grounded on pure truth.

In closing, know that the window of opportunity for change may never be as open as it is today, but the moment is fleeting. Do not let a successful past design our failures in the future. The United States Army Recruiting Command will lead all services into the 21st century from the front of the pack. We are changing - give it life!

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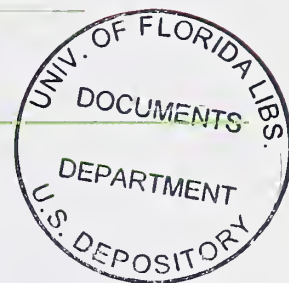
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The way I see it

Command Philosophy

As USAREC recruits into the 21st Century, the guiding lights of the organization will be our vision, beliefs, goals and initiatives that will enable us to succeed with declining resources and variable missions.

Mission

To access into the United States Army the required number of quality personnel for the Active and Reserve components as determined by the Deputy Chief of Staff, Personnel.

Vision

"Army - Service of Choice for America's Youth and Employers"

Key Beliefs — How We Will Always Act

- RESPECT FOR PEOPLE. Our customers, peers, suppliers, employees, families, and employers, without priority or status, must be treated with a genuinely internalized care for the protection and proliferation of their self-esteem and general well being. Mission does not override this belief.
- INTEGRITY IN ALL OPERATIONS. All speech, thought and actions directly or indirectly related to recruiting must be truthful and avoid any appearance of wrong doing. To act contrary when in doubt is simply wrong. Mission does not override this belief.

Key Goals — What We Must Accomplish

- PROVIDE THE STRENGTH FOR THE NATION. Understand that the defense of our nation begins with us. Our efforts always have national and international implications.
- INCREASED MARKET SHARE OF QUALITY RECRUITS. Maintaining and cutting new inroads into the high school diploma graduate, I-III market when compared to our competitors — other services and private enterprise.
- INCREASED EMPLOYER AWARENESS. Development of the rapport with and education of the private employer on the benefits of hiring our alumni.
- BEST IN CLASS
 - People. The United States Army Recruiting Command's civilians and soldiers will be the best we can recruit and hire.
 - Enlistment Options. No other service will have better enlistment options.
 - Marketing and Advertising. No other service will have better product recognition.
 - Accession Processing. No other service will have higher first time conversion rates or shorter cycle times.
 - Service to Customers. No other service will have higher customer satisfaction ratings.
 - Low-Cost Producer. No other service will have a lower cost per accession.

Key Initiatives — How We Will Do It

- Quality Achievements by FY95.
 - Enlistment packets complete first time - 95%.
 - First time contract conversion rate - 80%.
 - DEP sustainment - 95%.
- Reduction in Average Processing Time - from 14 days to 7 days.
- Teamwork Within and Between Organizations.
- Improved Performance Against Standards.
- Access to Civilian Job Information.

*How do you
see it?
Send your
comments on
the form on
page 15.*

Enlisted early-out program reinstated

■ The Army's voluntary early-out program for enlisted soldiers is back. But, while the rules are similar to those originally announced last year, the number of soldiers who can apply for the program has been reduced.

The early release program is now limited to soldiers in 20 over-strength specialties — primarily in the artillery and signal fields. The original program took effect Oct. 7, 1991, but was suspended Jan. 17 so personnel officials could evaluate current and projected military specialty strengths, compared to the early-out applications already approved.

Under the revised program, eligible soldiers with at least three years of active service can apply for early release through April 30. Soldiers approved for early release will be separated by Sept. 30.

WASHINGTON (ARNEWS)

New world requires teamwork

■ Greater teamwork is in the future for America's armed forces, said Gen. Colin L. Powell, chairman of the Joint Chiefs of Staff, in a joint-service press conference Feb. 5. "The armed forces of the United States, when called upon to go in harm's way, should be prepared to go as a team," he said. "Whatever the mission requires, we go together."

The chairman wants to see all the services work toward an air-land-sea-space doctrine, as set

forth in Joint Publication No. 1. However, that doesn't mean the services will lose their individuality. "Teamwork is the name of the game," he explained. "But at the same time we must recognize the unique differences, the capabilities of the individual services, and the pride each service has in its own identity."

With the end of the Warsaw Pact, the U.S. military no longer has a "superpower" enemy to prepare for. But it still must be ready to fight, said Gen. Powell.

"In this new world where you don't have a monolithic Red Army that you can point to, as we had for

the past 40 years, you have to recognize that the new threat is uncertainty and instability," Powell said.

A major part of the uncertainty is the new Commonwealth of Independent States. Powell said no one knows how the commonwealth will fare or what it will be like in a few years. "Until we do know where it's going, it would be wise for us to maintain our leadership position in the world," which includes keeping a capable armed force, the chairman said.

WASHINGTON (ARNEWS)



Army's 1993 budget protects personnel

■ Protecting soldiers was the Army's first consideration in developing the fiscal 1993 budget proposal, but planned personnel cuts will continue, according to a senior Army official.

The proposal, now in the hands of Congress, was released in late January. It includes a 3.7-percent military and civilian pay raise in 1993. According to the budget submission, the active Army will lose 41,800 soldiers; the Army Reserve will drop by 44,340; and the National Guard will lose 48,100.

Overall, the Army is asking Congress for \$63.6 billion for fiscal year 1993. The Army's 1993 budget submission contains \$28.7 billion for military personnel and \$20 billion for operation and maintenance. Procurement gets \$6.8 billion, research and development gets \$5.4 billion, \$1.6 billion goes to family housing, and \$1.1 billion for military construction.

WASHINGTON (ARNEWS)

SMA Kidd cites Army, soldier challenges

■ Sgt. Maj. of the Army Richard A. Kidd cited challenges for the Army and its soldiers in the coming years, during a January visit to Fort Benjamin Harrison, Ind. He was there to open the Selective Early Retirement Board for

sergeants major and command sergeants major.

During his stay, he spoke to soldiers on a variety of issues, including the NCO Education System, which he said is "here to stay," and leadership. To remain an Army leader, soldiers must excel, said Kidd. "Excellence comes from soldiers working on physical fitness on their own and striving to fire expert with their weapons." Kidd charged NCOs everywhere to "seek out the tough jobs."

Responsibilities, he said, exist wherever soldiers are assigned, whether it be the battlefield or in garrison. He reassured those who didn't serve in Southwest Asia by saying that wherever they were, they were where the Army needed them to win the war.

WASHINGTON (ARNEWS)

Drawdown requires careful reshaping

■ The words are echoed throughout the Pentagon: "It's a new world." Wherever they go, military leaders are stressing that this new world requires new strategies and a cautious drawdown.

"We are taking the force down just as rapidly as we can without breaking it," Defense Secretary Dick Cheney said recently. He said to cut the force faster would be unfair to servicemembers and would risk a weaker security policy.

The new defense strategy is based on the dissolution of the

Soviet Union. With the focus now on regional rather than global conflict, the Army is aiming at a smaller, quick-striking force, said DoD spokesman Pete Williams.

"But the Army's top priority remains people and readiness," he added. "Hardware and weapons are very important . . . but what makes everything click is soldiers — well-trained soldiers."

WASHINGTON (ARNEWS)

March is Women's History Month

■ The many contributions made by women have helped strengthen and maintain the fabric of our nation and society. With the present role models and changes women are making, now it is even more important to reflect on the past in order to realize women's place in the present and future. Therefore, women are deserving of the recognition and honor that has been established for them throughout the month of March.

The theme for National Women's History Month 1992, "Women's History: A Patchwork of Many Lives," emphasizes the variety of experiences and contributions women from all walks of life have made to the pluralistic society of this nation.

Elayne Chioni, USAREC Per

Developing mega-credibility

Would you like to see a simple concept that would enable you to dramatically increase your sales in a very short period of time by changing only one or two things you're doing right now? This is the concept of mega-credibility.

Every buying decision is made on the basis of two driving motivations. The first motivation is the **desire for gain**. The second one is the **fear of loss**. Every prospect goes through an analysis of these two factors before any buying decision is made.

The greatest loss your prospects fear is the loss of self-esteem and the fear of failure. This is a deep subconscious fear that goes back to early childhood conditioning. It is rooted in childhood experiences that have to do with destructive criticism, with being punished for trying new things and with being chastised. While your prospects may not be aware of this fear, they certainly can be aware of the discomfort it causes. This discomfort sometimes exhibits itself as a tightening feeling in the solar plexus. It can cause dryness of the mouth as well as many other physical symptoms. These symptoms cause a prospect to push back and to want to think it over. They cause the prospect to want to return to a more comfortable feeling.

In sales, fear of failure translates into the fear a prospect has of making the wrong buying decision, and it is expressed in many ways. Your main job is to reduce this fear. Your credibility works as a neutralizer of this fear. Increasing your credibility lowers the prospect's

fear of making the wrong buying decision. You increase your credibility by establishing more trust and belief in both you and your product.

With regard to belief, there is a one to one relationship between how much you believe in your product and how easily you can sell it. When you feel tremendous about your product, it's easy for you to convey that feeling to someone else. Believing in your product, the value of an enlistment or a commission in the Army or USAR, is essential if you are going to be able to

transfer that belief or conviction to your prospect.

You should already know that the most important part of credibility is building trust. Everything you can do to build this trust increases your credibility. Actions such as providing small favors, being kind, and following up on promises increase your credibility.

Appealing to an authority or a mutually respected person, appealing to social proof, and

giving evidence and testimonies also work to enhance your credibility.

Let's discuss some of the key factors of credibility. The **power of suggestion** (Pro-Talk, *RJ* November 1991) is tied directly into credibility. Every suggestive element about you to include your dress, grooming, weight, your presentation and your surroundings causes your credibility to go up. One of the things you can do is look in the mirror daily and ask yourself if you look like the type of person that a prospect could trust or believe in without worrying.

Believing in your product is essential to your credibility

Another way that you can build credibility is through **preparation**. Preparation, almost more than anything else, is the cause of credibility and success. If you studied the most successful lawyers, the ones with the top incomes, you would find that 90 percent or more of their success is determined by preparation — their analysis, planning, and thinking. Look at your market, look at your competition, look at the reasons why people enlist or don't enlist, and ask yourself continually what are the things you can do to boost your credibility. How can you structure what you say and the information you use to build credibility in the mind of the prospect?

Structuring what you say and the information you use is another key to credibility. This key can be stated as your **presentation**. Your presentation must be well organized. The quality of your presentation expands to the enlistment or commission. Follow your presentation step-by-step. Rehearse your presentation. You'll be astonished at the improvements you can make.

Good manners help build credibility. The deepest need in human nature is the need for self-esteem. When you treat prospects with good manners, courtesy, patience and kindness, you raise their self-esteem. You cause your prospect to feel more important, more valuable, more worthwhile and more positive toward you.

The quality of your **materials** is a critical part of your credibility. Your materials have to be at least as good if not better than the very best materials of your competition. They have to be excellent, if not the best. Often it is the materials that make the final determination between you and your competition. This is one of the slight edges over your competition that you must maintain. This includes your sale book, your handouts, and everything you use in your sales efforts.

The final point is that **testimonials** are the greatest key to credibility. Why? There are two basic reasons. First, telling is not selling. Showing who else has en-

listed and providing a statement of what they think of their decision and experiences provides social proof of the value of an enlistment.

Your assertions are not proof to the prospect. Just because you say something enthusiastically, convincingly, and you believe it, your assertion is not proof. It is just one of a hundred or a thousand commercial messages that a prospect gets daily. The only thing that is proof is what other people say about you and an enlistment into the Army or the Army Reserve.

The question you have to answer in the mind of the prospect is, "Who else has done it?" Make a list of the people who have enlisted in your area. Have photos of your DEP/DTP members. Include photos of them from basic training. Keep the letters that your recruits send you. Incorporate them into your presentation. The more social proof you have, the more credible you are. Using good testimonials means that 80 percent of your sale will already be made.

One final point on building credibility is speedy follow-up. It is a sense of urgency, a 'do it now' attitude. People who move fast and work hard in satisfying the needs of the prospect are perceived as being credible, reliable, efficient, honest and competent.

Go for **mega-credibility**! Put it in everything you do, and watch your sales grow.

People forget how fast you did a job, but they remember how well you did it.

— Howard W. Newton

Training Tips

Question: What is the key factor to your sales success and how can it help build credibility?

Answer: The friendship factor is the key to your sales success because a person will not buy from you until he or she is genuinely convinced you are their friend and that you are acting in their own best interest (Pro-Talk, July 91). It builds trust and belief and, therefore, helps build credibility through the use of mutual respect, patience and a caring attitude.

Building the friendship factor and credibility both require listening to the prospect, nurturing the relationship, and paying attention to the prospects needs and beliefs.

And the winner is . . .

USAREC!



CPT Gary Minadeo (at podium) addresses the Best of the Best Conference, telling attendees that their input is invaluable to the new USAREC. Other USAREC facilitators at the conference include (from left to right) SFC Greg Carmine, SFC John Meyers, CPT Steve Tourek, LTC Edward O'Neill, and MAJ Bill Hetzer. (Photos by Gary Melbarzdis)

In the October *Recruiter Journal* we presented the results of the first Recruiting 2000 conference. Since then, four other conferences have been held: one included the CG and DCG with the brigade commanders and CSMs, another addressed USAREC headquarters staff and directors, a third involved brigade staffs, and finally the Best of the Best Conference. All focused on determining the design of "The New USAREC" for success in the year 2000.

The frankness at all levels, including spouses, was exciting. The CG and DCG listened and they heard this: for USAREC to succeed under continuous resource depletion and variable Reserve and Active missions through the year 2000, USAREC must improve leadership, training and professional development before we

automate the accession process.

While automation modernization is certainly in USAREC's future, the first step is to fine tune our process with the non-automation changes described in the remainder of this article.

Leadership

Leadership is more than authority (*see related article by BG Lenhardt on page 9*). We need to do a better job of caring for our people on the way to achieving our successes. We must focus on allowing the station commander to take charge of the station. Station commanders want a clear mission, the authority to execute the mission and to be held absolutely responsible for mission accomplishment.

Additionally, recruiters felt that an alternative missioning concept would provide the station commander



MG Jack C. Wheeler addresses recruiters and their spouses at a formal dinner during the Best of the Best Conference, held in January.

with the flexibility to guide the sales force while taking care of troops. This idea is being studied.

Training

Training improvements zero in on the reinforcement of regulations, bolstering of the Recruiter Trainer NCO position, use of civilian sales training courses, sales management instruction for the commissioned officers and the restructuring of programs of instruction to delineate NCO business. (See related article on page 17.)

USAREC regulations **should not be supplemented** at the company, battalion and brigade level. If the regulations are not good enough for the leadership to monitor production, then change the regulations. Binders of additional forms and tracking systems seems to only hinder productivity. There is no need for 47 different USARECs in the field.

Sustainment and advanced sales training is sorely needed. Civilian sales organizations have dynamite 3-5 day seminars designed to reenergize salespersons and to stay on the cutting edge of new sales techniques. This would be a great way to reward the Best of the Best and their spouses.

Professional development

Professional development improvements should be made to convert our sales force to an all-volunteer force, combine the station commander and guidance counselor functions, mentor our new recruiters and grow our senior commissioned leadership.

Recruiting the recruiter is mandatory. The effort, which began in February (see related article on page 12), is already being well received.

Job descriptions should be re-focused for all personnel,

with measurable and clearly defined standards of performance. Concentrate on the need to care for soldiers in all actions.

Recruiters should develop as both trainers and leaders. The future will not let us specialize in either one or the other. Senior leadership should become adept at determining who has the right stuff and, then, have the fortitude to make the tough decisions.

The current TTE program needs to have a mentoring or apprenticeship core. New recruiters should be assigned to a mentor for unit training that is designed to teach market specificities. The mentor will also provide moral support as the new recruiter is guided toward full mission success.

Commissioned officers should be recruited for USAREC positions and groomed for senior leadership in USAREC. No longer can USAREC afford to draft our company commanders. Volunteers will conserve resources as we groom them for senior leadership and staff positions by tracking them after they return to their primary or secondary specialty and recruit them for further duty in the command.

Making it all happen

As the senior leadership continues to commit to "The New USAREC" and a positive mental attitude toward change builds within the command, the words of novelist Victor Hugo seem appropriate: "Greater than the tread of mighty armies is an idea whose time has come."

The idea is "The New USAREC."

CPT Gary Minadeo, HQ USAREC PA&E



Best of the Best recruiters work on Team Focus (see related article on page 19).

Leadership, too, is a tool

A soldier who has spent more than 26 years of his life in the Army develops some definite ideas on leadership. The following is the leadership philosophy of BG Alfonso Lenhardt, Deputy Commanding General of the US Army Recruiting Command.

Taking care of soldiers is an attitude that should permeate the Command, cascading down, starting from the top.

A true leader should challenge soldiers to achieve beyond what they believe they can do. We must be sure that we, as leaders, establish the conducive climate, the atmosphere where people will want to achieve. We want them to know that loyalty is a two-way street, that they will know they are supported by their chain-of-command, that they have received the proper training, that they have the right equipment.

If a leader offers that kind of support, that leader can expect his or her soldiers to willfully go forward and achieve any mission. We don't have to stand over them 24 hours a day, watching them, waiting to symbolically boot them with the old size 10s. The size 10s belong on the earth, for the purposes of walking, running, recreating, as opposed to being used as a threat.

We also have to make sure that the *actions* of leadership match the *words*. We have to be sincere, and take very real and cogent steps to demonstrate that sincerity. Soldiers are always watching us as leaders; they watch the actions. And when the actions don't match the words, we have this big disconnect, this disbelief in what is said. When they don't buy in, they don't invest in what the organization stands for. And unless we have everyone buying in, we have the makings for a disaster.

In matching words with actions, we owe our recruiters

everything that we can possibly muster to cause them to be successful. We need to make sure that they are supported well, and that they have the right environment where they *want* to be successful.

I'm a firm believer in duty, and I define duty as doing what has to be done, when it has to be done, without being told. If we could get every one of our soldiers across the Command to buy into that, to take the action when it has to be taken with the proper emphasis for the circumstance, whatever is required and not being told, then our mission would be achieved every day. And we would all be very satisfied and happy, because we'd get the response that we long for in a professional environment.

Unfortunately what happens in many cases is the use of fear and intimidation as opposed to "stroking" and actions that show we're supportive. As I have discussed before in these pages (see November 1991 *Recruiter Journal*), using authority is easy. It doesn't take a lot of effort to tell an individual, "You

do it because I say so!" because I have the force of law, statute, regulations, rank, whatever it may be on my side to make that individual do what I say. As long as it's not an illegal order, that soldier has to obey — and that's the exercise of *authority*. It doesn't take a lot of ingenuity or a lot of effort.

On the other hand, leadership is tough work; it's the kind of activity that causes a person to always be out front, leading the way, pointing the direction, blazing the trail. The business of leadership is defined as motivating an individual to do work. That's what leadership is all about — positively motivating people to do whatever the work may be. Unless *leadership* is exercised (rather than exercising authority), there are many individuals who will simply ride the comfort zone, who will sit back and



BG Alfonso Lenhardt welcomes recruiters and spouses to the Best of the Best Conference, held in Orlando. (Photos by Gary Melbarzdis)

say, "I'm comfortable here, I'm not doing too much, I'm not doing too little, this is comfortable." And there is not the progress we hope for. Leadership (if done right) fosters progress; it fosters forward movement. It fosters putting an individual into an uncomfortable situation where he must think, must react in ways he may not have done before. A lot depends on the approach that is taken.

A positive approach says, "This is where we're going, bear with me, we'll get there." As long as everyone understands the expectations, getting back to ownership. What we're after is a positive attitude in recruiting.

I believe the business of recruiting is 95 percent mental attitude, and only 5 percent product knowledge. I've seen

Without leadership, too many people would ride the 'comfort zone'

too many successful recruiters who aren't necessarily the most skillful or in the most productive areas. But they have this tremendously positive attitude about how they're going to do. They paint themselves a picture as being successful and, guess what, they become successful. Because it never enters their minds that they can't achieve. And some of them do it despite the negative leadership that's been foisted upon them. Can you imagine what those same recruiters might do in a positive leadership environment?

It has been suggested that one of the measures of leadership in our command is to look at the number of successful recruiters under that leader's command. This means a leader must empower the recruiters, push power down to the individual within the chain of supervision, to get the job done. Now you say to the individual, "You now have the tools and the training to do the job, and you also have the responsibility to take care of the whole job."

Common sense tells us that an empowered volunteer will want to do a good job for us. That's what we're trying to do with our "Recruiter the Recruiter" efforts. A corporation would never take someone off the production line, involuntarily move that person into sales and expect that they would be successful overnight.

Recruit the Recruiter is looking for volunteers. Our detailed soldiers do a good job for us, largely because they are professional and that's in their nature and training. We must inform them of the challenges, the hours, the disconnect in a civilian environment from some of the the military services they have come to expect, but also that there is a great deal of excitement in our business.

The advantages of being a recruiter include the ultimate amount of flexibility and latitude to act with a sense of autonomy on the job, to not always be so closely supervised, to have a degree of control over your time, your life and how you're going to react to differing situations. All of which brings us back to empowerment.

The golden thread that weaves its course throughout everything we do is empowerment. That's what we're trying to do with leadership and Recruit the Recruiter and empowerment — those are all parts of the whole concept that we are now trying to accomplish in USAREC. You cannot take part of it away without causing a reaction from the rest.

These ideas are setting the stage for the Command to be successful in the out-years. I fully believe that tremendous change will beset us all. We're going to have to learn how to do business better, differently, more efficiently, and more effectively. Unless we remove some of the accumulated clutter, we're not going to be as successful as we want to be.

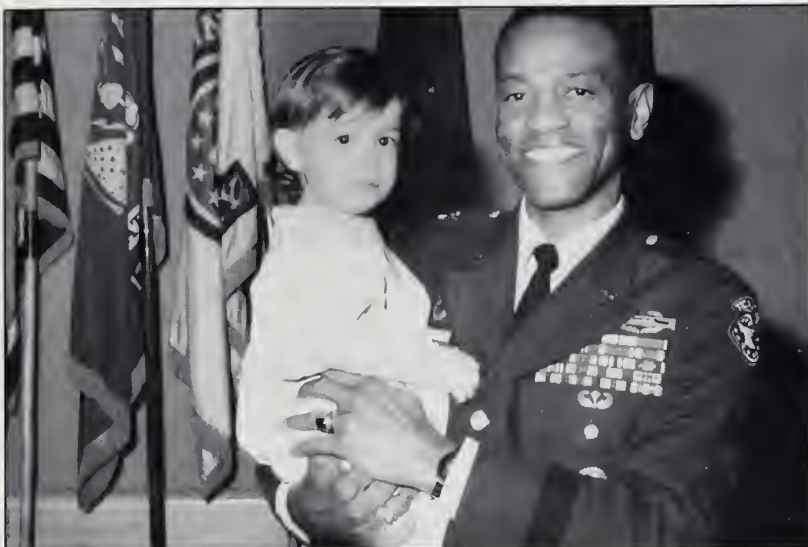
The whole business of change is exciting. I don't see it as threatening; I see it as something we must become accustomed to. I see it as moving us in ways we are not used to, but I see it as exciting. And it's the kind of excitement that I hope we can communicate down the chain. Unfortunately, as it gets communicated down the chain, it may come across as threatening. It comes across as "Here's another darned thing coming down from headquarters," rather than "Let's look at this thing and let's see. . . ."

We need to excite our people to change. From our different conferences and brainstorming sessions, we have seen numerous great ideas flowing out of our people about empowering our recruiters. All we have to do is harness the creative power and the innovative spirit of this Command.

There are those individuals out there who are the wrong people in the right jobs at the right time. And we've got to reeducate those people, cause them to understand what we're trying to do, make sure they don't feel so threatened that they become the problem rather than the solution. If we can't do that through retraining them and informing them of our motivation, then we've got to get rid of them — because they are in a position to do great and egregious harm, as they form pockets of discontent and disaffection. People in our business, faced with these changes, need to ask themselves, "Am I part of the problem or part of the solution?"

I'm one who believes you eat an elephant in little





BG Lenhardt takes time to impress a future applicant with Army options and opportunities.

bites to consume it completely, rather than by large chunks that may be indigestible. Human beings tend to look for quick fixes when what we really need is long-term healing. Rather than go for a few quick successes with a short-lived period of 150 percent production, trying to look good, wouldn't it be better to develop your people? So that they will continually grow and progress to where we're all going to be successful? We're not going to leave anyone behind; we're not going to destroy people because they didn't meet their numbers this week or this month. We're going to have to take the time to train them, counsel them, to look after them, to make sure that everyone is given the opportunity to succeed.

In terms of programs, we're changing how we train and prepare battalion commanders. In the short term, we have shifted a number of hours at the school house for battalion commander training to focus more on things that commanders need to know about the care and feeding of Army recruiters, those things that are unique to USAREC.

In the long term, we're adding another week to the battalion commanders' training, to make sure they understand marketing — what's a market of opportunity, how to use the tools and the assets that are available to a battalion commander in order to assist and facilitate recruiters' being successful. We want them to know the "how" of operating in the band of excellence. We must teach them the steps they need to take to recognize whether they've got broken CLTs or broken stations or broken recruiters out there.

We also want to send in the battalion sergeant major for Week Three, the last week of the Commanders Course, so that the sergeant major can attune the new commander to the particular circumstances of that battalion. This can provide a lot of bonding, a lot of shared

information in a neutral environment. The idea is to give that commander some immediate credibility, rather than showing up without a grasp on the basic vocabulary.

We're also going to rewrite the training program for the RTNCO. That individual, in my estimation, is the key to local training and is often woefully underutilized and misused. We've got to get that position under control and into a posture where RTNCOs can assist the field force. RTNCO is not a way station for failed recruiters or OORs who leave for whatever reason; the RTNCO must be one of the best recruiters we've got in the Command. I'd like to see RTNCOs under the battalion commander or the sergeant major as a battalion asset.

We want to train nurse recruiters how to prospect for nurses, rather than just how to process nurse packets. We think that because they were successful recruiters, new nurse recruiters already know how to prospect. But that's not necessarily true. They need to be trained on going into nursing schools and operating in the working nurse environment.

We think the schoolhouse does a very good job at preparing the individual recruiter with basic skills that he or she will need to be successful. What happens, however, is that many times we don't have a good reinforcement or sustainment training program at the station level.

We'd also like to establish a formalized mentoring program at the recruiting station level, where a new recruiter will be actively mentored by an "old hand" during the TTE period. The seasoned recruiter will go through sales presentations, interviews, schools programs, and so forth with the new recruiter. And that mentoring will become a part of the mentor's rating.

Finally, the Best of the Best is not going away. We believe the program has great merit as a morale builder among our recruiting force, and so the second phase of Best of the Best has already started. For nurse recruiters, the consideration period is January through June. For other RA and USAR recruiters, it will be January through April.

If a leader has not accepted ownership, he or she will tend to talk more, rather than listen more — because by talking more, you don't hear what the problems are and you don't have to deal with them. Leaders must develop effective listening skills.

Leadership requires a lot of work. A leader is always out in front and always under the microscope. Leadership is risk-taking — that's the challenge for today and tomorrow.

BG Alfonso Lenhardt

Looking for the next generation of the Army's

hidden heroes

“Did you know that 87 percent of our recruiting force today is detailed?” asked SFC John Meyers, a recruiter with HQ USAREC's Training Directorate. “And these recruiters have, overall, done a fine job for us. But imagine if all of our recruiters wanted to be with USAREC... how much more success could we expect?”

Meyers and SFC Greg Carmine, also from the Training Directorate, have embarked on an ambitious project, to recruit recruiters. The end goal: an all-volunteer recruiting force. They believe that by doing away with DA selections, USAREC will acquire a force that wants to be in the recruiting foxholes.

“Attitude is everything,” says Meyers.

Carmine continues, “If you walk into a situation happy, then things work better. If you take people away from what they know and make them do something they didn't volunteer for, it's got to affect their attitude.”

The effects of volunteerism are well documented in the Army. Soldiers who have been in the Army long enough to experience the draft days of the Vietnam era know how soldiers have grown together as a cohesive Army from a fragmented Vietnam-era force to the tough, tight, effective force of Operations Desert Shield and Storm. There is no comparison.

In their Recruit the Recruiter presentation, Meyers and Carmine say, “[In Vietnam] we did not fight the enemy, we fought ourselves. That, fellow soldiers, was a long time ago. In Operation Desert Storm, you proved that we learned from that experience. There, we not only fought the enemy, we fought together as a team and won!”

The all-volunteer Army began in July 1973, and has grown into a highly successful organization, as evidenced by the swift victory of Operation Desert Storm. A 100-hour victory, however, did not come easily. That success had to be built slowly and carefully. Some doubted it

could be accomplished, but the decade of the 1990s has removed all skepticism.

That same careful cultivation is being used to build a new recruiting force. The recruiting team of Meyers and Carmine have scheduled a series of presentations that includes installations around the country and overseas. They explain the need for volunteer recruiters and the benefits of recruiting life. They also explain the requirements for becoming a recruiter:

- Education — a minimum of a high school diploma or GED with 1 year of college.
- GT Score — 110 or higher, although the GT score is waivable to 100, if accompanied by an ST score of 100 or higher.
- Age and Rank — Between 21 and 35 years old, and rank of sergeant through sergeant first class.

Meyers and Carmine also explain that a soldier's honesty, integrity, physical condition, military bearing and personal appearance are essential. A potential recruiter must also be financially stable and have no major medical problems. At this time, single parents are not eligible for recruiting duty.

Other qualifications include being a highly motivated individual with a positive mental attitude and possessing the ability to work with little or no supervision. Potential recruiters are also warned that most recruiters are not assigned near a military installation and are, therefore, not able to take advantage of all their post's benefits. They are also advised to be prepared to live in the economy and become a very active and visible part of their new communities.

The most frequently asked question at these presentations is what Meyers and Carmine refer to as the acronym WIIFM — “what's in it for me?”

Meyers and Carmine describe recruiting as extremely rewarding. “You can only imagine the feeling you get when you help a young person in becoming a member of

our team in the United States Army, or when a mother or father calls you or comes by to thank you for helping their child plan for the future. You can only imagine the satisfaction you get.”

The Recruit the Recruiter team also describes the incentive awards for recruiters who accomplish their missions and provide over-production, when needed, from gold stars on the basic recruiter badge to the coveted recruiter ring. Because of the importance of the recruiting mission and the occasional inconvenience recruiting duty causes, recruiters also receive special duty pay. Also described is the promotion success enjoyed by successful recruiters.

“Our Department of the Army selection rate has continuously been one of the highest in the Army, and currently the US Army Recruiting Command is the only command to be authorized meritorious promotions,” say Meyers and Carmine to their audiences.

Touching briefly on Recruiting 2000 initiatives, the team describes planned equipment for future recruiters, to include notebook computers, portable “fax” machines and cellular telephones, which will allow the recruiter in the year 2000 to operate in any environment, such as home, office, shopping mall, or car.

During the final portion of their presentation, Meyers and Carmine challenge the audience with three questions.

- Why did you join the Army?
- What goals have you set for yourself for your future in the Army?
- Are you where you need to be to achieve those goals?

Before they close their presentation, the team opens the floor up for questions. In the next hour, they are asked about every aspect of recruiting life. “We don’t keep anything from them,” says Carmine, “and, believe me, they ask.” Not surprisingly, the issue of long hours does not surface, “because their hours are already long,” says Meyers.

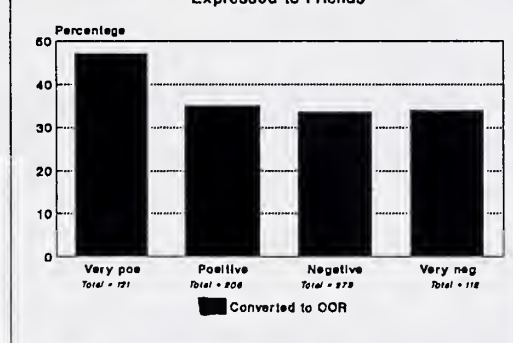
The team’s maiden voyage was to Fort Bliss, Texas, where an audience of 600 potential recruiters heard the presentation. Of those 600, 140 interviews were conducted, resulting in 110 applications for recruiting duty. An additional 150 personnel had to be turned away, mostly because of PCS constraints or because they were single parents. “A 50 percent conversion rate,” claims Meyers. (See the inside back cover for their schedule.)

Meyers and Carmine are excited by the Recruit the Recruiter prospects. The influx of “new blood,” they say, will help the current crop of detailed recruiters. With 87 percent of all recruiters being detailed, there is also currently a 17 percent attrition rate at the Army Recruiter Course at Fort Benjamin Harrison, Ind. The Command believes that attrition rate will improve with an increase in recruiting volunteers.

Meyers and Carmine offer their audiences the chance as proud soldiers to affect the Army of tomorrow. Tomorrow’s recruiters will be the mentors, role models and life guides for America’s youth, an integral part of American communities, the Army’s “hidden heroes” who will continue to provide the strength for the Army of the 90s and beyond.

Kathleen Welker, RJ editor

Figure 10. Conversion and attitudes toward recruiting
ATTITUDE ABOUT RECRUITING
Expressed to Friends



Recruiting attitude

“Attitude is everything in recruiting,” says Meyers. “You must be a highly-motivated individual with a positive mental attitude and have the ability to work with little or no supervision.”

Attitude controls motivations needed for successful recruiting such as high achievement, conscientiousness, attention to detail, seeking ways to improve, and keeping informed on things related to the job.

Studies show recruiters who like their jobs are more successful, and those who want another type of duty are less successful. Recruiters who say they like their job also experience less stress and have fewer health problems.

Attitudes are learned through accumulated experience and the teaching of others and are formed over a long period of time. Our attitudes guide our behavior, feelings, thoughts, and ideas.

The Test

1. What are five critical tasks for successful selling?
 - a. Telephone prospecting; face-to-face prospecting; conducting appointments; high school visits; and DEP maintenance
 - b. Prospecting; sales presentations; processing; DEP/ DTP maintenance; and follow-up
 - c. Establish rapport; determining goals, needs, and interests; determining qualifications; presenting features and benefits; and closing and handling objections
 - d. None of the above
2. What are the two types of prospecting?
 - a. High school visits and DEP referrals
 - b. COI events and DEP functions
 - c. Telephone and face-to-face
 - d. Both a and c
3. Which division in the recruiter prospect data file system is used to keep cards on prospects/applicants requiring follow-up during the current month?
 - a. Division I
 - b. Division III
 - c. Division IV
 - d. Division V
4. When is a recruiter required to obtain a records check with a USAREC FL 31?
 - a. When the DD 369 does not have a disposition
 - b. When conditions on which sentences were suspended are not known
 - c. When dates of probation, confinement, commitment and parole cannot be determined
 - d. All of the above
5. How often are recruiting stations required to conduct a funded DEP function?
 - a. Every other month
 - b. Every month
 - c. Once per quarter
 - d. None of the above
6. How many USAREC Forms 195 are required from current supervisors for nurse applicants?
 - a. 3
 - b. 1
 - c. 2
 - d. 5
7. What identifies a transcript as being official for the ANC or ANCR?
 - a. Raised seal, colored seal
 - b. Colored seal, raised seal, stamp of the college or university applied
 - c. Stamp of the college or university applied
 - d. Signed by ROTC PMS certifying it's an original transcript
8. How many times during a 5-day duty week does a RS

commander have to conduct DPR with their CLT?

- a. 3
 - b. 5
 - c. 0
 - d. 1
 9. What two categories are lead sources divided into?
 - a. The school recruiting program; other lead sources
 - b. Other lead sources; LRLs and REACT cards
 - c. Face-to-face prospecting; telephone prospecting
 - d. Referrals; telephone prospecting
 10. A control number issued by USARPERCEN for a request for reserve unit assignment of an IRR member is valid for ____ days.
 - a. 7
 - b. 14
 - c. 10
 - d. 30
 11. What form is used for application for ADSW?
 - a. USAREC Form 1058
 - b. DD Form 1058-R
 - c. USAREC Form 1058-R
 - d. FORSCOM Form 1058-R
 12. The APFT for PSSF candidates will be administered no earlier than ____ days prior to shipping to training.
 - a. 30
 - b. 15
 - c. 10
 - d. 7
 13. Who can administer APFTs for PSSF candidates?
 - a. Any noncommissioned officer
 - b. Only the company commander
 - c. Only the 1SG
 - d. Only the station commander
 14. The RS commander is responsible for _____.
 - a. Assisting the recruiting company commander with assigning the mission to the recruiter
 - b. Assigning the mission to the recruiter
 - c. Assisting 1SG with assigning mission to the recruiter
 - d. None of the above
 15. What tools must a recruiter present to the station commander as a minimum during daily performance review?
 - a. Planning guide; PMS plan and accomplishments; 200 cards
 - b. Planning guide; 200 file card system; previous day's USAREC Form 539; prospecting and processing plan and accomplishments
 - c. Planning guide; 200 filing card system; previous day's USAREC Form 539
 - d. Planning guide; 200 cards
- (Answers to the Test can be found on the inside back cover.)*

The way I see it . . .

Vision implies change. Change is upon us. We are better off to participate in change and to help shape it than to be dragged along by change. You can help shape the future and make it better. You know your job better than anyone. What are your ideas for improving operations? Share them on the space below and mail this according to the instruction on the back of this form, postage free. Please be as detailed as possible when citing examples for improvement. Recruiters, support staff and family members are encouraged to use this space to voice ideas and concerns. If you desire a direct response to your comments or suggestions, please include your name and address. Names are not required.

Teamwork: Working together as a team we can accomplish more than working as individuals. Share your vision for the future of the U.S. Army Recruiting Command. All forms are mailed to and received directly by the U.S. Army Recruiting Command Chief of Staff, Fort Sheridan, Ill.

HQ USAREC Fm 1825, 1 Jan 91

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Fold here first

The Best of the Best say, 'Train our trainers'

The congressionally mandated reduction in the size of the armed forces has caused a reexamination of the vision of the structure of the Army as we head into the 21st century. The future army is more lethal, smaller in size and has increased mobility; it is becoming a present reality. The Army is rapidly becoming the most elite force our nation has ever seen.

The rapid change is causing the United States Army Recruiting Command (USAREC) to reexamine the vision and values that have helped build and maintain it as one of the top commands in the Army.

"Each part of USAREC will have to tighten its belt and get more 'bang for the buck'," according to MSG Ken Hopkins, NCOIC, USAREC Sales Training Division. Hopkins also stated that this tightening of the belt is going to create some changes in the command's emphasis on training and its approach to training the trainer.

Says Hopkins, "Training is the foundation of success, and it all starts with the individual trainer interacting with each recruiter on a daily basis."

"The good news is that USAREC has revived the 'Train the Trainer' program, once known as the Professional Development NCO Course," according to SFC Dennis Margheim, Recruiter Management NCO with the Sales Training Division.

Margheim further stated that the present implementation of this course was a direct result of input from recruiters at the Best of the Best Conference held in Florida this past January. "Although the Train the Trainer program was being discussed at the HQ USAREC Training and Plans Directorate, it was input from these field recruiters that convinced the leadership of the value of this program. The days where we assign less than successful recruiters into positions having a direct impact on the command's level of success are gone. Unsuccessful recruiters can no longer train and perpetuate their individual weaknesses to an energetic and high quality sales force."



SSG Elliot Diaz from the Miami Battalion enjoys the camaraderie at the social hour before the formal dinner at the Best of the Best Conference. (Photos by Gary Melbarzdis)

According to CSM Ernest Hickle, "Training is the responsibility of every NCO in this command. We are currently in the process of redefining the roles and responsibilities of the station commander, the first sergeant, and the recruiter trainer, with regards to their training responsibilities." This philosophy is the foundation for the RTNCO Training Course.

Hickle continued, "Training is taking care of soldiers. This course will demonstrate our care and concern for our fine NCOs. It will bring uniformity to our training management systems. A training NCO stationed on the East Coast will be able to be transferred to the West Coast without having to undergo any transformation of his training ideology or methods."

***Training is taking care of
soldiers***

— CSM Ernest Hickle

The Training and Plans Directorate, headed by LTC Ron E. Deaver, has completed the Program of Instruction



MG Wheeler talks about training with recruiters at the Best of the Best Conference in January.

for the new RTNCO Training Course. This course is scheduled to begin by 4th quarter, FY 92. Every training NCO must successfully complete the course and be certified as a "Master Trainer" to continue to hold any recruiter trainer position within USAREC. This process of validation will instill the uniform management and salesmanship techniques to be used both in training new recruiters and in sustaining and assisting the old-timers.

"During the Best of the Best Conference," says SFC Greg Carmine, also a Recruiter Management NCO with the Sales Training Division, "one message came across loud and clear from the recruiters in the foxholes. The message: Training is a better medicine than harassment."

He continues, "Recruiter trainers must be taught to identify true training needs. They have to ascertain the best methods to meet these needs. If the needs of the soldier are not properly identified, the soldier receives no training benefit. Since soldiers only learn and retain information that they feel will help them, training directed to an improper need, one where soldiers feel they don't need improvement, is a waste of time, manpower and other resources."

Hickle agrees. He states, "Individual training conducted by an RT with a low producing soldier is far more productive than collective training with a group of low producers. Individual training allows the trainer to identify particular training needs and to conduct training to fix those deficiencies. It also results in a more productive, positive soldier — one who has received the training with the proper positive mental attitude."

The new RTNCO Training Course will be exported to each brigade to train those NCOs already in place. All company, battalion, and brigade RTNCOs will meet in one central location for an intensive week of in-depth training on training management and training methods.

The first day will find the RTNCO being reacquainted with their roles and responsibilities. The Training Management System will be discussed, as will proper

utilization of available resources and method determination.

From there, the students will progress into the second day that is devoted entirely to training needs identification (through analysis of the management systems), and how to properly prepare and use an after action report. The most important part of this training is proper needs identification techniques. Using the techniques taught by USAREC will allow the trainer to create a proper training program for each recruiter. A proper training program is one that allows the Master Trainer to be pro-active, and it is a one-on-one, hands-on, performance-oriented training (HOPOT) program, whenever possible.

The advantage of HOPOT, according to Hickle, "is that it is oriented to the individual. HOPOT allows the trainer to maintain more control over positive results since this is the type of training that is geared toward the needs of the individual soldier."

Day three finds the recruiter learning motivational techniques and proper methods of facilitation. An in-depth review and discussion of the training management phases found in USAREC Manual 100-5 also takes place. The emphasis of this segment is on the interlock among the phases and the interrelated importance of the different stages to the total training picture.

Advanced selling skills and instructional techniques are the main topics of the next day's training. The advanced selling skills class, with an emphasis on proper sales transitions, improving probing skills, and innovative questioning techniques, is a derivative of some excellent civilian sales training courses.

The trainers are tested on the last day. The test has information from every class as well as information on counseling techniques, TTE, ARADS, and the Recruiter Assistance Program. Every NCO passing all the practical exercises and the final test will be certified as a Master Trainer, USAREC's best.



It begins with N-RAPS

The first major step in Recruiter 2000: Nurse Recruiter Applicant Processing System, N-RAPS. This new program, created by Dr. Andres Inn, works on the JOIN system with a laser printer to produce a nurse application. Presently, the program can create the 14 to 15 forms that make up an application. Once the system is fully operational, it will significantly simplify and reduce administrative duties and greatly improve accuracy.

Currently, each form of a nurse application is typed by a recruiter on a standard typewriter. With N-RAPS a recruiter can type specific information into the computer and it will automatically be generated on to the proper form or forms. White out will become nonexistent on nurse applications. It will also maintain a processing list and can print 200 cards.

In the future, it is hoped that N-RAPS will be placed on laptop computers so that recruiters can complete an application immediately. To even further cut down on delays, the headquarters hopes the applications will someday be transmitted via the telephone or downloaded directly from the nurse recruiting stations to the headquarters.

N-RAPS has been in development since 1990, but HQ USAREC hopes it will be up and running and out to the 200 nurse recruiters by the summer of 1992.

In January, nurse recruiters in 1st Brigade were introduced to N-RAPS. "They were very excited, they can concentrate more on recruiting instead of on administrative work," said SFC David Perkins of HQ USAREC.

"I am extremely impressed, it'll be great," remarked SFC Donna Zibert of the Pittsburgh Nurse Recruiting Station.

SSG John B. Danneker Jr., also of the Pittsburgh Nurse Recruiting Station, stated, "Once we start using it, it will make our lives easier — it's just a matter of when!"

Vernetta Graham, *RJ* staff

Team Focus

Twenty-four computer screens flicker with the bold blue IBM logo. Twenty-four USAREC personnel listen intently to their instructions. "Team Focus," a computer brainstorming technique contracted from IBM, is about to begin.



IBM's Westphal

As Kathy Westphal dims the room's lights, Jerry Smith explains the Team Focus concept. "Team Focus employs a series of computers, either 8, 16 or 24, connected to a file server. The file server is sort of the brain — it takes every message you send to it and, randomly and with complete anonymity, throws it up on the screen for everyone in the room to read. That list of ideas projected on the screen prompts further comments and ideas."

Both Westphal and Smith are IBM employees with considerable experience in this computer brainstorming technique. Says Westphal, "In an ordinary Team Focus session, depending on the number of participants, we routinely surface 60, 80 or a hundred ideas, with several "gems" in the bunch. In a "normal" meeting, you might get a total of a half dozen ideas with, if you're lucky, one or two gems."

Smith continues, "And in the traditional meeting, you will often find that the boss or a dominant personality will intimidate the others, so that only a few ideas surface. The anonymity factor of Team Focus enables even the chronically shy person to get his or her ideas on the table, without fear of recrimination."

USAREC's Team Focus sessions have included a wide variety of questions and suggestions:

- How do you perceive the command climate?
- What are the essential elements of the recruiting process?
- What would you do to make the recruiter more effective and efficient?
- What must a recruiter do to be successful?
- How would you measure recruiter success factors?

Although "civilians" in the true sense of the word, both Westphal and Smith quickly mastered USAREC jargon and concepts. Smith acted as facilitator for all of the USAREC Team Focus sessions. "I admit I hesitated when your people first threw 'PMS' at me," he commented.

Secretary of the Army visits USAREC

*On February 20, 1992, the Honorable Michael P. W. Stone visited Headquarters, USAREC, for the first time since being sworn in as Secretary of the Army. The following is an interview Secretary Stone gave to the **Recruiter Journal**.*



(Photo by Gary Melbarzdis)

First of all, I want to make sure that recruiters understand the admiration I have for all those men and women who perform the difficult mission of USAREC. They are scattered all over the country. In many cases they work very irregular hours, as lots of soldiers do, but recruiters have to work those hours in a very different ambience, without the support facilities that other soldiers' families have when they are in more structured surroundings.

So it is a very difficult assignment for soldiers, and I personally have the greatest admiration for what they've been able to achieve in the last decade. We have seen multiple indicators of the success of recruiting, with trends climbing steadily upwards, a remarkable accomplishment. There are a number of professional soldiers in the Army today who had believed that that recruiting record could not have been accomplished. I believe it could only have been accomplished with good leadership at the top, good leadership at the NCO level, and good leadership right out there with those individuals who are taking the initiative to get the mission done.

How much quality will be enough in the future Army?

My answer is very simple — although the size of the Army is going to get smaller, we're going to have increasingly sophisticated weapons in the

Army. We are continuing to modernize; modernization is a continuous process. We're going to have new weapons of various sorts coming into the Army and we will continue to need highly qualified, highly motivated young people coming in to take care of those systems. We will continue to need high quality soldiers to fight the type of intensive warfare that we think is increasingly going to be required. If we are called upon to fight, we want to be able to win decisively — that's going to take high quality training and readiness.

If we're going to have that high quality of readiness, we're going to need high quality soldiers who are able to do it. So although the total mission of USAREC may come down, the standards will not change. Those standards are going to be applied to a lower quota and a lower annual target, reflecting the smaller size of the overall Army, but the standards are not going to change.

During your visit, you have been briefed on both the near- and the far-term changes being considered for USAREC. How do you see USAREC's future in the changing Army?

I have spent the morning with MG Wheeler and his staff, looking at the next couple of years at what's going to happen to USAREC and, obviously,

USAREC as a command is going to have to reflect some of the changes taking place in the overall Army. The various [build down] phases that USAREC is going through to adjust to those changes were explained to me, and it seems to me that those changes are very logical and have been carefully planned.

And the emphasis, I was very glad to see, has been on the care of the people involved. I think it's important that every effort is being made to work with the civilian part of the command, as well as the military part of the command to make sure that that phased reduction takes place as carefully as possible, in as well-planned a way as possible, and with the appropriate consideration being given to the human impact. Because that human impact does exist, there's no way of escaping it; lives are going to be affected, and I think USAREC is concerned about that, as I would be if I were the commander of this organization.

How's ACAP going?

I have visited four or five ACAP centers out in the field, I've talked to the people who're running those centers, I've talked with the contractors involved, and I've talked to some of the customers. My impression is the program is off to a very good start.

ACAP is a very, very important undertaking. We are very optimistic about it, and we are very anxious to see that it works properly. We are paying a lot of attention to it to make sure that it does work properly and provides the transition service that soldiers are entitled to as they leave the Army.

I want to reiterate that it is General Sullivan's and my objective, as we go through the "rightsizing" of the Army (the word "rightsizing" is a better word than downsizing), that we take care of our alumni. Those soldiers who have served their country and deserve the best we can give them. As this rightsizing takes place, there will be a lot of soldiers who are leaving the Army, and we want to make sure they have the best leg up as they get into civilian life again. That's the purpose of ACAP. We're going to make sure that ACAP receives the proper management attention to enable it to achieve the results that we want it to achieve, so that our care and concern for our soldiers extends to the last possible moment.

The word "alumni" has some implications too. Because soldiers are alumni of the Army, there are some services that ACAP can provide to them after they leave the Army. We would like to see what we can do in that area, to preserve the link. Our soldiers have earned that link, and we want to make that link work in the soldier's favor, in the national interest of our country, to the extent that we can.

Honorable Michael P. W. Stone **Secretary of the Army**

Michael P. W. Stone was sworn in on Aug. 14, 1989 as the 15th Secretary of the Army. Since May 1988, he served as the Under Secretary of the Army and simultaneously as the Army Acquisition Executive. Additionally, while serving as the Army Under Secretary, he performed the duties of the Under Secretary of Defense for Acquisition from May 1989 until August 1989. Since October 1990, Mr. Stone has served as the Chairman of the Board of the Panama Canal Commission. He is also currently serving as the Department of Defense Executive Agent responsible for the United States reconstruction efforts in Kuwait.

Mr. Stone began his career with the Army in May 1986, when he was appointed the Assistant Secretary of the Army for Financial Management, serving in this capacity until May 1988. While in this position, he also served concurrently as the Acting Under Secretary of the Army from February until May 1988.

Mr. Stone's business experience has been primarily in the paper industry. He was a founding partner in the early 1950's of a marketing and manufacturing paper company operating world-wide and based in San Francisco, Calif. Between 1960 and 1982 Mr. Stone was both vice president of the parent company and also president of several of the subsidiaries.

Mr. Stone began his military service in March 1943, at the age of 17, when he joined the British Royal Navy. He was sent to the US for pilot training. In 1944 he graduated from Pensacola Naval Air Station and then after completing fighter school at Jacksonville Naval Air Station, Fla., he was assigned to the British carrier HMS *Glory* and served in the Mediterranean and the Far East as a member of 1831 Squadron flying F4U Corsairs. During this period, Mr. Stone was also detached to a Royal Air Force base in England and completed a special low-level reconnaissance course flying Spitfires. The 1831 Squadron completed its World War II service by participating in the surrender of the Japanese forces at Rabaul, New Guinea in September 1945.

Mr. Stone was born in London, England, in 1925 and has resided in the United States (except for his military service) since 1929. Mr. Stone is married to the former Ann Donogh of Seattle, Wash. They have two married sons, Prescott and Matthew. Mr. Stone received a B.A. from Yale University in 1948 and later studied at New York University Law School. He presently resides in Washington, D.C., while his permanent home is in San Francisco, Calif.

How the Army sees a new world

***— We're smaller
and non-nuclear,
but defense is
still our mission***

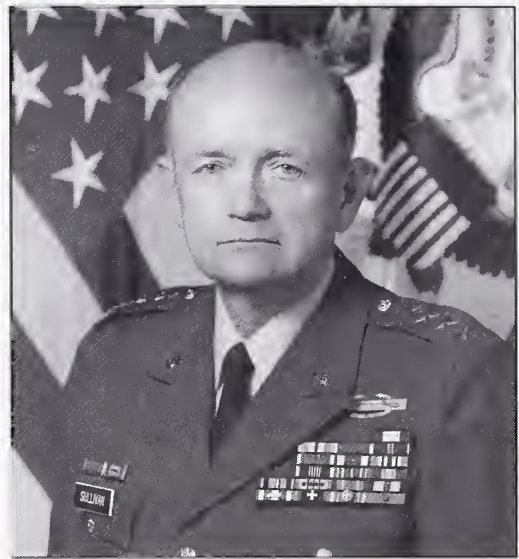
By Gordon R. Sullivan

The anniversary of the ground campaign to liberate Kuwait is a perfect time to reflect on what the end of the Cold War means for the U.S. Army. This week, Secretary of the Army Stone and I will talk about the Army's response to the new realities of international security.

We recognize that this is a period of transition, but we'll still focus on the guideposts that have served us well: The Army will be a trained and ready total force, serving the United States whether the task be an Operation Desert Storm, an Operation Just Cause, the counter-narcotics battle on the Andean ridge or disaster relief. Put simply, we are a strategic force capable of rapid, decisive victory anywhere in the world.

The international environment continues to change on a scale that seemed unimaginable only a few years ago. The precepts of the Cold War—ideological hostility, bipolar military competition, and the cohesive and capable Soviet military threat—are no longer valid.

But while no one can doubt that the demise of communism as an ideological force and the break-up of the Soviet Union and the Warsaw Pact are overwhelmingly positive events, there are good reasons to temper our optimism: high uncertainty inherent in the emerging global security environment and continuing threats to our vital national interests.



We all wish for a peaceful world, but history does not give us much cause for optimism. As former Secretary of Defense Robert McNamara observed recently, there were 125 wars leading to 40 million deaths between World War II and the Persian Gulf War. These conflicts were not the result of ideological differences between East and West but of the age-old causes of war—boundary disputes, economic conflicts and ethnic tensions. The end of the Cold War does not eliminate these sources of conflict; indeed, it may even exacerbate them.

What conditions could threaten the vital interests of the United States? The answers are conditional and circumstantial and will change over time. But certain conditions are likely to spawn conflict:

- Ideology that is inimical to ours and that underwrites violent change.
- Unfair or governmentally restricted competition for resources and markets that threatens our economic well-being.
- Ethnic and religious differences compounded by disputes over land, resources and leadership roles.
- The proliferation of modern military technology throughout the developing world.

Threats, in short, exist; one might wish them away, but they remain. To insist upon precise definition as a prerequisite for prudent planning is to ignore the conditions under which they exist, the ever-changing circumstances of people and nations, and the dynamics that propel us into an uncertain future.

International politics has a nasty habit of not behaving as even the most rigorous analysis would suggest it should.

The fundamental tenets of a new U.S. military strategy, to use military language, are these: strategic deterrence and defense, forward presence, crisis response and reconstitution of forces and industrial capacity. This strategy supports the enduring objectives of national security strategy by providing the capabilities needed to move rapidly to defend our interests in vital regions such as Europe, Northeast Asia and the Persian Gulf. It also allows the military services to meet our global responsibilities with smaller, more flexible military forces while permitting us to reconstitute a larger force if a more robust threat emerges.

The Army already has begun to reshape itself. The Cold War Army of five corps and 28 divisions will be reduced to four corps and 20 divisions by 1995. We already have eliminated four active divisions from the force structure—two in the United States and two in Europe. Ultimately, the Army will be organized into 12 active divisions, six National Guard divisions and two cadre divisions.

This force structure reflects the results of a deliberate process initiated in the late 1980s, and if it seems cautious, it is because it is cognizant of history. As President Bush observed in his State of the Union Address, we cannot repeat the mistakes of the past, when armistice was followed by reckless optimism and defense was purged as if the world were permanently safe.

There are major changes:

For example, today's Army is non-nuclear. For the first time in my career, it no longer has short- and medium-range nuclear weapons in the force.

During the Cold War, nearly half of the fighting strength of the Army was stationed overseas; the majority of the post-Cold War Army will be stationed in the United States.

And we will no longer plan for wars of attrition. The Army, in conjunction with air and naval forces, will conduct conventional operations based on a mature "Air-Land Battle" doctrine that combines the attributes of versatility, deployability and lethality to overwhelm an adversary.

Still, it would be foolhardy to abandon capabilities that have been built and sustained over the past 20 years, and that's what we'll be arguing this week on Capitol Hill. Here are the most important points in our vision of tomorrow's Army:

We need to maintain the edge in warfighting that was demonstrated in Panama and the Persian Gulf. The key is the balanced integration of high quality personnel, capable equipment and competent war-fighting doctrine.

We will continue to recruit outstanding men and women. We are reviewing our doctrine to incorporate the lessons of the last two years. Our modernization program will focus on improving the lethality of our early-deployment forces, on maximizing the effectiveness of our on-hand equipment and on the leap-ahead technologies that will ensure our technological superiority in the decade ahead. Training holds it all together, and today we are back on the practice field, working hard at combat training centers that are the best in the world.

We need to reshape the force to accommodate the new strategic environment. By the end of this fiscal year, the active force strength will be reduced from a Cold War level of 780,000 to 640,700 soldiers—over 84,000 are coming out this year alone, most of them from Europe. By the end of fiscal 1993, the active component will be reduced by another 41,800 soldiers. National Guard and Reserve strength also will be reduced by over 200,000 and realigned to meet future requirements, and we will lose over 100,000 civilians from our workforce. By 1995, the total force will consist of 535,000 active soldiers and 567,400 reservists.

We need to preserve sufficient dollars for training, leader development and modernization while getting more out of the resources we have. And we should find new ways to do business—new strategic concepts for managing war reserve stocks, new business practices in our logistics base, restructuring of our major commands.

Between fiscal 1990 and fiscal 1992, Army budget authority declined over 14 percent. The proposed budget for fiscal 1993 reflects another decline of nearly 5.5 percent from fiscal '92. I am committed to retaining the necessary training tempo, leader development programs as well as the quality-of-life programs for our soldiers and their families.

Operations Desert Shield and Desert Storm validated our view that all components of the total army—active, National Guard and reserve—are critical to battlefield success. But to get the most out of our reduced force structure in the future, we need to strengthen the inter-relationships of these components. The point, after all, is basic. For over 200 years, the Army has responded to the challenges of change. Today, it is adapting to a changed world—with an unchanging idea: When we are called again, we will be ready.

Gen. Gordon Sullivan is chief of staff of the Army.

This article first appeared in the *Washington Post*, Feb. 23, 1992



The interior of the "War Room." (Photo by Vincent Elias)

"War room" attraction

■ When you first walk into the Babylon (N.Y.) Recruiting Station it looks like any other recruiting station. Located in a mini-mall on Southern Long Island, the five-man station comes with all the standard recruiting paraphernalia. However, it doesn't take long for you to notice that beyond the ordinary lies the extraordinary. This recruiting station has its own "War Room."

The brainchild of SSG Dell Bass and his fiancée SPC Julia Powell, the "War Room" is actually the recruiting station's computer terminal office. Using camouflage nets and paint donated by a local reserve unit, Bass created a bunker effect that visually transports recruits and recruiters to an imaginary battle zone. Suddenly, conducting an interview and viewing the JOIN System becomes more exciting. "It creates a great atmosphere for both the young person and the recruiter. The whole process is enhanced," said Bass.

The "War Room" became very popular during Operation Desert Storm/Shield. A troop of Boy

Scouts toured the station just to see the room," explained Bass, "turning the traditional storefront recruiting station into a community attraction."

"Kids are impressed by the 'War Room' and pass the word to their friends," added SFC Rodney Loflin, station commander, "resulting in a lot of station traffic that helps our recruiting."

The uniqueness of the station's "War Room" came to the attention of the 1st Brigade command group. On a recent visit, LTC Richard Powierza, 1st Brigade chief of staff, commended station members for their initiative; and COL Arthur T. Dean, 1st Brigade commander, expressed a wish for MG Wheeler to see the room.

All this interest hasn't hurt. The Babylon Station achieved RA Box for 91 and only missed USAR Volume by 6 contracts. Currently, they are on target for FY 92.

"Just a little bit of effort to enhance the station's appearance can mean the difference in achieving mission and gaining attention and support in the community," Bass stated with pride.

Linda Greene, 1st Rctg Bde A&PA

Patriot receives bronze

■ SSG Randall G. Baker, a recruiter at Kennesaw (Ga.) Recruiting Station, was recently awarded the Bronze Star Medal for service during Operations Desert Shield/Storm.

Originally on orders to attend the Army Recruiter Course, Baker was diverted when his unit, Delta Battery, 2d Battalion, 7th Air Defense Artillery (Patriot), at Fort Bliss, Texas, was mobilized. The unit shipped to Saudi Arabia in August 1990.

As a Patriot Missile crewman, Baker experienced the weight of responsibility early when he became the ranking soldier in his 23-man platoon for the first 3 months. The platoon was responsible for five Patriot missile launchers and each required a two-man crew on a 24-hour schedule.

"My crew was young and they were a real good group of guys. In fact, everyone who came up for reenlistment while we were over there, reenlisted."

Baker returned in March 1991 and graduated from the Army Recruiter Course in June.

Atlanta Recruiting Battalion's SGM Steven Hankins had the honor of presenting Baker with the Bronze Star. "Baker said, it meant a lot to me to have SGM Hankins present it."

Baker intends to make a career out of the Army. And although he admits he has enjoyed his tour as a recruiter, he talks of the day when he can get back to a Patriot Missile crew.

Marilyn Weitzel, Atlanta Bn A&PA

Tank you

■ In November 1990, the students of Sedro Valley High School (Wash.) invited members of the 864th Engineer Battalion from Fort Lewis to be their guests at the school for Veterans Day. The unit accepted the invitation, but before Veterans Day the 864th was alerted for duty in the Persian Gulf.

The students decided to show their support for the troops by adopting the 864th. While the unit was in the desert they received a constant flow of letters, presents and cookies from the students.

When the ground war started, the 864th moved out with the coalition forces across the border of Saudi Arabia and through southern Iraq. On the way they became the owners of an Iraqi T62 tank which they brought back to Fort Lewis.

SSG Dino Genco of the Mount Vernon Recruiting Station had originally planned the 1990 Veterans Day. When he learned of the unit's return home, he immediately started to prepare for the 1991 Veterans Day.

The soldiers of the unit were determined to visit the high school. On a cloudy November morning, a convoy of Army vehicles carrying the soldiers of the 864th Engineers rolled down the main street of Sedro Woolley and came to a stop in front of the high school.

When the students came out of the school to greet the soldiers, they were surprised and delighted to see that the engineers had brought their captured Iraqi tank along. Hundreds of kids climbed all over the vehicle while the soldiers explained how they captured it and how it worked. The soldiers were invited into the classrooms to talk about their experience and ended their visit at an assembly

where the students sang "Voices That Care" to welcome their friends home from the desert.

William Pearce, Seattle Bn A&PA



SSG Genco congratulates SPC Cass on his unit's success in Desert Storm. Behind them students are examining the Iraqi T62 tank. (Photo by William Pearce)

A nurse at last

■ "At last!" Those were the words uttered from Cory Donald Polon as he signed the last document for his enlistment in the Army Nurse Candidate Program (ANCP) in Jacksonville, Fla.

Polon's desire to become an Army nurse actually began during his tour as a Coast Guardsman. He required emergency hospitalization twice during his enlistment. One such emergency found him at Hawaii's Tripler Army Center.

Polon said, "Upon my arrival at Tripler, in extreme pain and discomfort, I was treated with respect. The staff talked with me to reassure me that they were doing all they could to assess my medical condition and provide the proper medical care."

Polon stated, "After my release from Tripler, I was impressed with Army nursing and the quality of its

medical care and its professional staff.

"Just 6 months later I was admitted to the emergency room of San Francisco's Letterman Army Medical Center and my experience with the staff there was similar. That helped me to decide that I wanted to not only become a nurse, but I wanted to be an Army nurse!"

After his discharge from the service, he pursued a degree in geology. However, he was still not satisfied.

He wanted a career in Army nursing, and contacted Army nurse recruiters and the rest is history.

Polon will begin Army nurse schooling at the University of South Carolina Nursing School as a junior.

The Army Nurse Candidate Program began in May 1991. Eighteen nursing students enrolled in the program during fiscal year 1991.

A footnote to this story is a heart-felt thank you to SFC William Hanley for his efforts in helping him to become an Army nurse, said soon-to-be 2LT Polon.

Cliff Plemmons, Jacksonville Bn A&PA



MAJ Michael Mattingly of Jacksonville Bn congratulates Cory Polon upon completing the Oath of Enlistment in the ANCP. (Photo by Cliff Plemmons)



Local high school students mingled and danced at the "Super Stomp." Area recruiters called the dance a success. (Photo by Lynne Crawford)

Dancing with the Army

■ It could have been any Friday night dance, with loud music, flashing lights, wall flowers, jocks and cheerleaders.

Except that the "Army Be All You Can Be Dance" featured no alcohol or drugs, was open only to card-carrying high school students and featured county sheriffs and soldiers as chaperons.

About 1,000 students from four area high schools came through the doors, according to SFC Michael Surret, station commander of the Gresham (Ore.) Recruiting Station.

The sheriffs at the door conducting body searches kept the troublemakers at bay, but they didn't stop the fun inside.

"This is where the fun is," said Tony Halley, a sophomore at Gresham High School, while taking a break from the dance floor.

"It was a chance to show our commitment to Stay in School/Stay off Drugs," said Surret about the dance which was put on by the Portland Recruiting Battalion and the Multnomah County Sheriff Department.

M.C. Hammer's song "Too Legit To Quit" captures the spirit of this crowd, which refuses to quit school or quit life by using drugs.

Lynne Crawford, Portland Bn A&PA

All she could be and more

■ When SSG Michael Feehan of the Renton (Wash.) Recruiting Station met Christine Nelson for the first time, he had no idea that she was going to be a super soldier. Of course, neither did Nelson.

After enlistment into the Army Reserve, Nelson headed for Fort Sam Houston, Texas, for 2 years of training as a Licensed Practical Nurse.

Upon completion of her training, Nelson returned to Renton for assignment to the 50th General Hospital. Later she decided to transfer to active duty and was assigned to the 201st Support Battalion, 1st Infantry Division (Mechanized) at Fort Riley, Kan.

Arriving at Fort Riley, Nelson was still in-processing when she was informed that her unit was on its way to Saudi Arabia. Before

long, Nelson was part of a four-person medical team operating their own tracked armored ambulance and stationed just south of the Iraqi border.

During a recent visit home she dropped by the recruiting station to see SSG Feehan and to share some of her thoughts with a reporter from a Seattle television station.

"The hardest part for me was the separation from my family," she said. "Nothing is more important than your family and I was worried more about them than about myself."

Nelson, recently promoted to sergeant, has decided to stay in the Army for the immediate future so she can put her experience to good use.

William Pearce, Seattle Bn A&PA



SGT Christine Nelson, assigned to the 201st Support Battalion, visited her hometown of Renton, Wash., where she was interviewed on a local television station. Nelson's performance of duty in the Gulf earned her the Combat Medic Badge and a recommendation for award of the Bronze Star and the Army Commendation Medal with "V" for Valor. (Photo by William Pearce)

Home-grown allergies

and what you can do about them



Watery eyes, runny nose, sneezing, itching, headache and fatigue are all symptoms of an allergic reaction to something. However, what many people do not know is that a source of allergies can be your home.

According to the National Safety Council, biological pollutants are, or were, living organisms that not only inhabit your home, but any place that is susceptible to poor indoor air quality. These pollutants can travel through the air and are often invisible. Some common biological pollutants are: animal dander, dust mites and cockroach parts, fungi (molds), pollen and infectious agents (bacteria or viruses).

Unfortunately, even a spotless home may permit the growth of biological pollutants. Two essential conditions to support biological growth are nutrients and moisture. These conditions can be found in many locations such as the bathrooms, damp or flooded basements, humidifiers, air conditioners and even some carpets and furniture.

Although ridding a home of biological pollutants in the home

may seem cumbersome, there are simple steps to take to clean up some of the problems.

- Control moisture in the home — fix leaks and seepage. If water is entering the house from outside, your options range from waterproofing the basement to simple landscaping or extensive excavation. It is always advisable to consult a professional in cases of serious water seepage.
- Make sure crawlspaces are well-ventilated and a dirt floor is covered with plastic.
- Use exhaust fans in bathrooms and kitchens to remove moisture to the outside.
- Vent clothes dryers to the outside.
- Turn off humidifiers, kerosene heaters and other appliances if you notice moisture on windows or other surfaces.
- In hot, humid climates use dehumidifiers and air conditioners to reduce moisture in the air. Make sure these appliances are kept clean.
- Clean surfaces and dust control — Keep moist surfaces

such as showers, bathtubs and kitchen counters clean.

- Remove mold from walls, ceilings, floors and paneling. Do not paint over mold because it may resurface.
- Although you can never eliminate all dust mites, keeping their favorite breeding grounds clean and dry helps. Always wash bedding in hot water (at least 130 degrees Fahrenheit) to kill dust mites. Launder bedding every seven to ten days.
- Use synthetic or foam rubber mattress pads and pillows, and plastic mattress covers if you are allergic.
- Dust and vacuum often. If you are allergic wear a mask or have someone else do this chore.

Although all biological pollutants are virtually impossible to eliminate, following the foregoing tips can help reduce many irritants in the home that may have been making you sick. For more detailed information contact your local chapter of the American Lung Association and ask for a copy of "Indoor Air Pollution Fact Sheets, Air Pollution in Your Home."

Rings

ALBUQUERQUE

SFC Barbara V. O'Neil

BALTIMORE

SFC Walter I.
Champney Jr.

BRUNSWICK

1SG James E. Kennedy

CHICAGO

SFC Carranza V. Johns

COLUMBUS

SSG Dray L. Henderson
SFC Michael J. Hughes
SFC Louis A. Roesch Jr.
SSG Anthony E. Stone

DES MOINES

SFC John W. Holloway
SSG Todd A. Moore
SFC Donald P. Sims

HOUSTON

SFC Dewayne D. Her-
ron

INDIANAPOLIS

SGT Joseph Lawson Jr.

JACKSON

SFC Larry D. Williams

JACKSONVILLE

SSG Jonathan Triplett

KANSAS CITY

SSG Gregory Brackley

SFC Craig C. Conant

SFC Jeb S. Coy
SFC Juan B. Lugo

MINNEAPOLIS

SSG David D.
Sowersby Jr.

NEW YORK CITY

SFC Elaine J. Spivey

PHILADELPHIA

SFC Everson S. Travers

PHOENIX

SFC Tony E. Capers
SFC Robin D. Hobgood
III
SSG David P. Talley

RALEIGH

SFC William Kincaid
SFC Rodney J. Wray

SAN FRANCISCO

SFC Trinidad P. Del-
gadillo
SFC Stephen P.
Goodan
SSG Robert R. Phipps

SAN JUAN

SSG Mildry M. Bridges
SFC Eugene Brown
SSG Freddie Curry
SFC Luke E. Ledger
SSG Stephen Walls

Gold Badges

COLUMBUS

SGT David L. Brown

PHILADELPHIA

SSG Timothy M. Ander-
son
SSG John McKinney

RALEIGH

SGT Jeffery E. Anouilh
SGT Kenneth Z. Batten
SFC Terry Mack
SSG Stephen Schroeder

LOS ANGELES

SSG Sheri Giovanacci-
Taylor

RSC Schedule

RSM March

Cinema Vans

BALTIMORE, Mar 21 - 27
 BRUNSWICK, Feb 25 - Mar 4
 CINCINNATI, Mar 9 - 27
 CLEVELAND, Mar 16 - 20
 DALLAS, Mar 25 - 27
 JACKSONVILLE, Feb 25 - Mar 6
 KANSAS CITY, Mar 25 - 27
 MINNEAPOLIS, Mar 9 - 27
 PHILADELPHIA, Feb 25 - Mar 13
 PORTLAND, Feb 25 - Mar 25
 SALT LAKE CITY, Feb 27 - Mar 26
 SAN FRANCISCO, Feb 26 - Mar 25

Cinema Pods

BRUNSWICK, Mar 2 - 27
 CHICAGO, Mar 14 - 27
 COLUMBIA, Feb 25 - 27
 COLUMBUS, Mar 9 - 30
 LANSING, Feb 25 - Mar 6
 LOS ANGELES, Mar 2 - 27
 MILWAUKEE, Feb 26 - Mar 13
 MINNEAPOLIS, Feb 26 - Mar 27
 SACRAMENTO, Mar 25 - 30
 SYRACUSE, Mar 9 - 20

High Technology Exhibit

DENVER, Mar 2 - 27

RSM April

Cinema Vans

BECKLEY, Mar 31 - Apr 24
 CINCINNATI, Apr 13 - 24
 CLEVELAND, Mar 31 - Apr 12
 DETROIT, Apr 1 - 10
 HARRISBURG, Mar 31 - Apr 10
 HOUSTON, Apr 1 - 27
 LANSING, Apr 15 - 27
 MIAMI, Apr 1 - 15
 MILWAUKEE, Apr 20 - 27
 NEW YORK, Mar 31 - Apr 17
 PITTSBURGH, Apr 13 - 27
 RALEIGH, Apr 17 - 27
 ST. LOUIS, Apr 1 - 23

Cinema Pods

ALBUQUERQUE, Mar 31 - Apr 24
 COLUMBUS, Mar 31 - Apr 24
 JACKSON, Apr 1 - 24
 KANSAS CITY, Apr 1 - 24
 RICHMOND, Mar 31 - Apr 24
 SALT LAKE CITY, Apr 1 - 24
 SANTA ANA, Apr 2 - 27

High Technology Exhibit

DALLAS, Apr 21 - 27
 SAN ANTONIO, Mar 31 - Apr 17

Answers to the Test

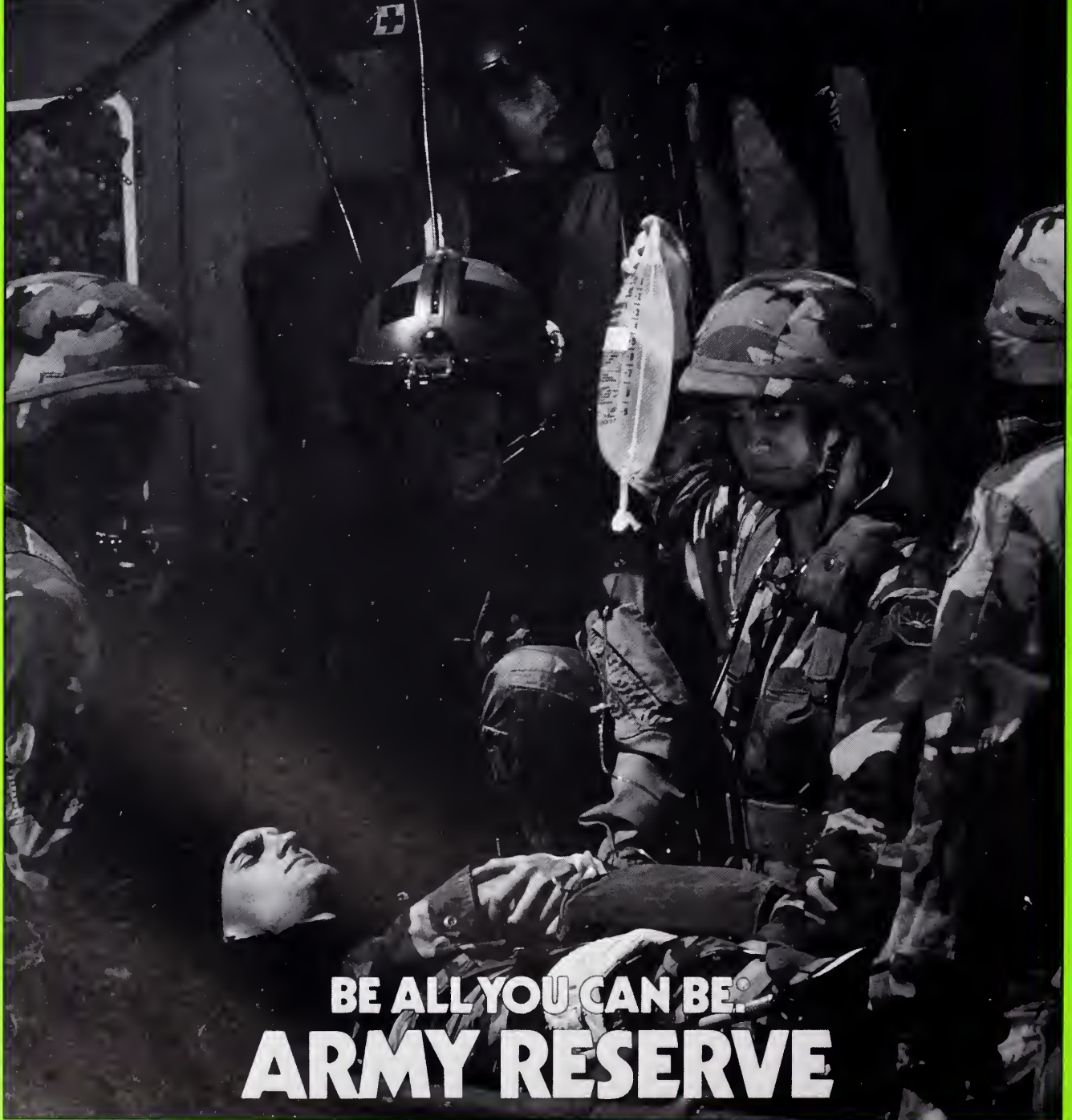
1. B. USAREC Pam 350-7, figure 1-1
2. C. USAREC Pam 350-7, chapter 6 para 6-2
3. B. USAREC Reg 350-6, Appendix F
4. D. AR 601-210, Table 2-1, Rule G, para 2d
5. A. USAREC Reg 601-95, para 2-6b
6. C. USAREC Reg 601-37, para 5-15a
7. B. USAREC Reg 601-37, para 5-14(b)
8. B. USAREC Reg 350-7, chapter 2, para 2-2
9. A. USAREC Reg 350-7, para 4-4(b)
10. C. USAREC Reg 140-3, para 4-C(3)
11. D. USAREC/FORSCOM Reg 601-72, chapter 3, para 3-4d
12. C. USAREC Cir 601-90, para 11(4)b
13. A. USAREC Cir 601-90, para 11a
14. A. USAREC Reg 601-73, para 6f
15. B. USAREC Reg 350-6, para 2-3b

Recruit the Recruiter Presentation Schedule

| | |
|----------------|--------------------------|
| 2 - 6 Mar | Fort Leonard Wood |
| 20 Mar | Fort Belvoir |
| 31 Mar - 3 Apr | Fort Polk |
| 6 - 10 Apr | Fort Riley |
| 13 - 17 Apr | Fort McClellan |
| 27 Apr - 1 May | Aberdeen Proving Grounds |
| 4 - 8 May | Fort Campbell |
| 11 - 15 May | Fort Carson |
| 18 - 22 May | Fort Knox |
| 1 - 4 Jun | Fort Eustis |
| 15 - 18 Jun | Fort Dix |
| 27 - 31 Jul | Fort Hood |
| 10 - 14 Aug | Fort Leavenworth |
| 31 Aug - 4 Sep | Fort Lee |
| 14 - 18 Sep | Fort Bragg |



**TRY A DIFFERENT KIND
OF NURSING
ONE WEEKEND A MONTH.**



**BE ALL YOU CAN BE.
ARMY RESERVE**